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17 November 1970

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MEMORANDUM FOR:  Historical Officer,  
Office of Medical Services

FROM : Support Services Historical Officer  
(SSHO)

SUBJECT : Review of Agency Psychiatric Program,  
1952-58

1. I have completed my review of the subject paper, and I am returning both the unmarked original copy and my review copy. The review copy includes not only such editions as I believe necessary, it also raises questions about both substantive issues (pages 4, 5, 9, 13, 14, 24-26, 28, 47, 49, and 62) and lesser matters requiring a few words or sentences of explanation (practically any page). Requests for specific citations of sources are also noted on pages 4, 5, 8, 16, 19, 29, and 55--there may be a few others that I missed.

2. In general, I think that the paper represents a useful contribution to the Agency historical program; and, contrary to your concern that it might be too "gossipy," I believe that it represents an honest attempt to portray various of the difficulties--including those stemming from interpersonal relationships--which faced the Psychiatric Staff in these early years. The principal qualification that needs to be noted when the writer introduces his personal opinions is that such opinions be clearly labeled--and I have so indicated at two or three points.

3. The paper suffers seriously, however, from lack of organization. It appears to have been written from a series of monthly or weekly status reports, covering and re-covering the same issues time and again. It lists Staff objectives, but fails to make mention of the methods by which certain objectives are to be obtained. There are several major topics about which the story centers, but these are buried in an excess of verbiage.

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4. Rather than waste time and effort trying to revise this paper in the present format, I would like to suggest that consideration be given to re-organizing it along lines which will give it focus and make it meaningful to the reader. The following might form the basis for the revision:

**I. Introduction**

**II. Potential Psychiatric Applications for Intelligence**

- A. Recruitment/employment
- B. Rehabilitation/separation
- C. Clandestine evaluation/management
  - 1. Case officer evaluations of agents or potential agents
  - 2. Case officer handling of agents
  - 3. Assessment/evaluation of defectors
  - 4. Managerial evaluation of case officers
- D. Advice, guidance, counseling for employees in stress situations--work or non-work related
- E. Predictability studies and other research related to understanding of the unique stresses of the Agency employment

**III. Staffing Problems**

**IV. Acceptance of professional recommendations**

**V. Re-evaluation of achievements, 1952-1965**

5. Use of the foregoing, or some similarly developed topical outline, would force the author to pull the story together in more cogent fashion. Where subjects are now introduced to the reader and passed over without explanation, the objectives of various plans and the methods for their accomplishment would have to be explored; and the degree of success or lack of success reported. I am not

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suggesting, however, that this paper be turned into an in-depth psychiatric textbook, only that it provide some more positive or definitive information about the psychiatric staff's programs than is now available. Naturally, too, if the report is to be revised, it should carry the story forward, at least through 1965.

6. If the outline can be revised; and if some of the queries noted on the enclosed copy can be answered; and if the story can be brought through 1965, then there is no question that the report will qualify for incorporation into the Agency historical program. Naturally, I will be happy to discuss the paper in detail with you, [redacted] or other members of the Medical Staff as you suggest.

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